

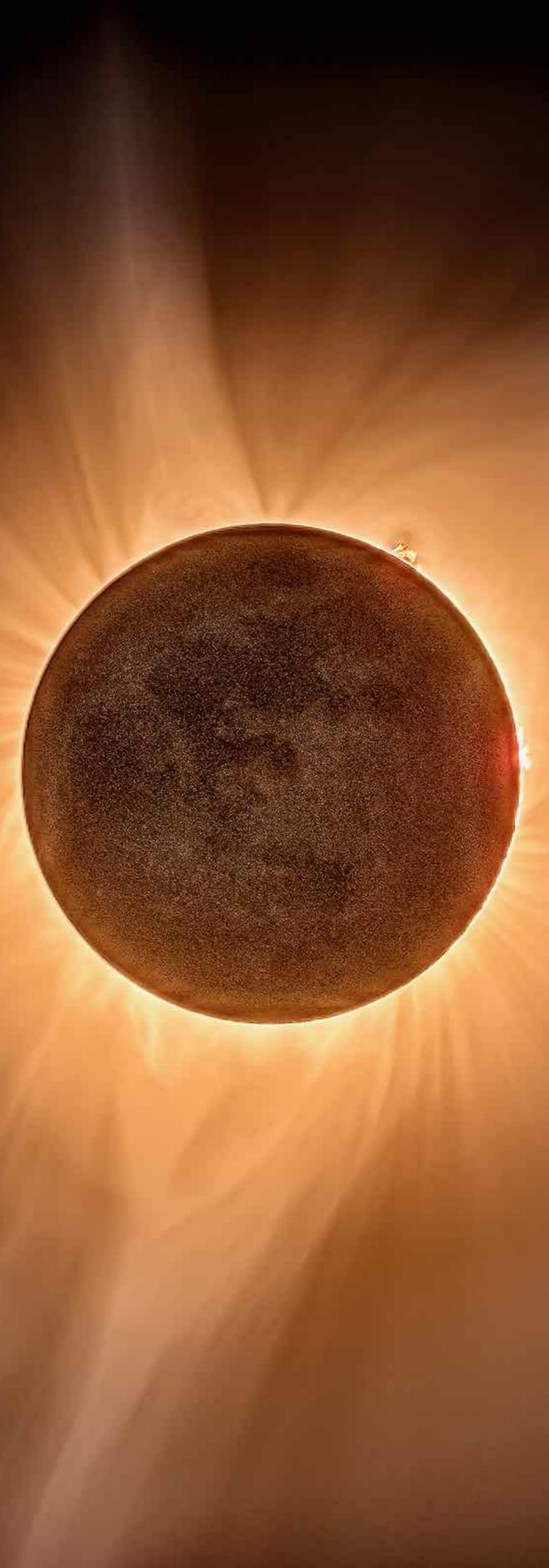
Evaluating the Company's Response to the COVID-19 Pandemic

Employee survey results (dummy data)

June 2020

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MARBLE BROOK



Introduction

Survey overview

Leadership Responses to the COVID-19 Pandemic

Purpose – to see what leadership and actions have worked well during the pandemic; and what lessons might be learned; a focus on well-being.

Population – all employees of the company were invited.

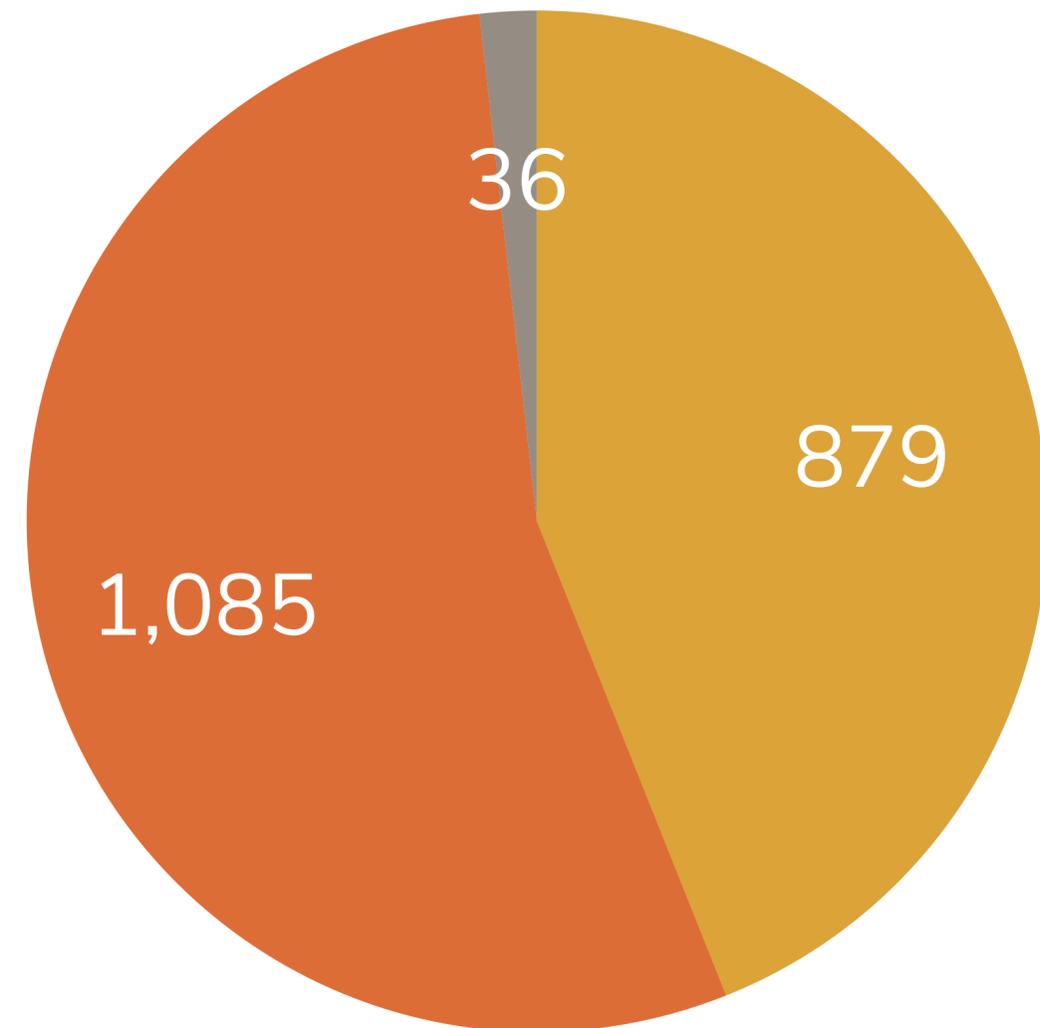
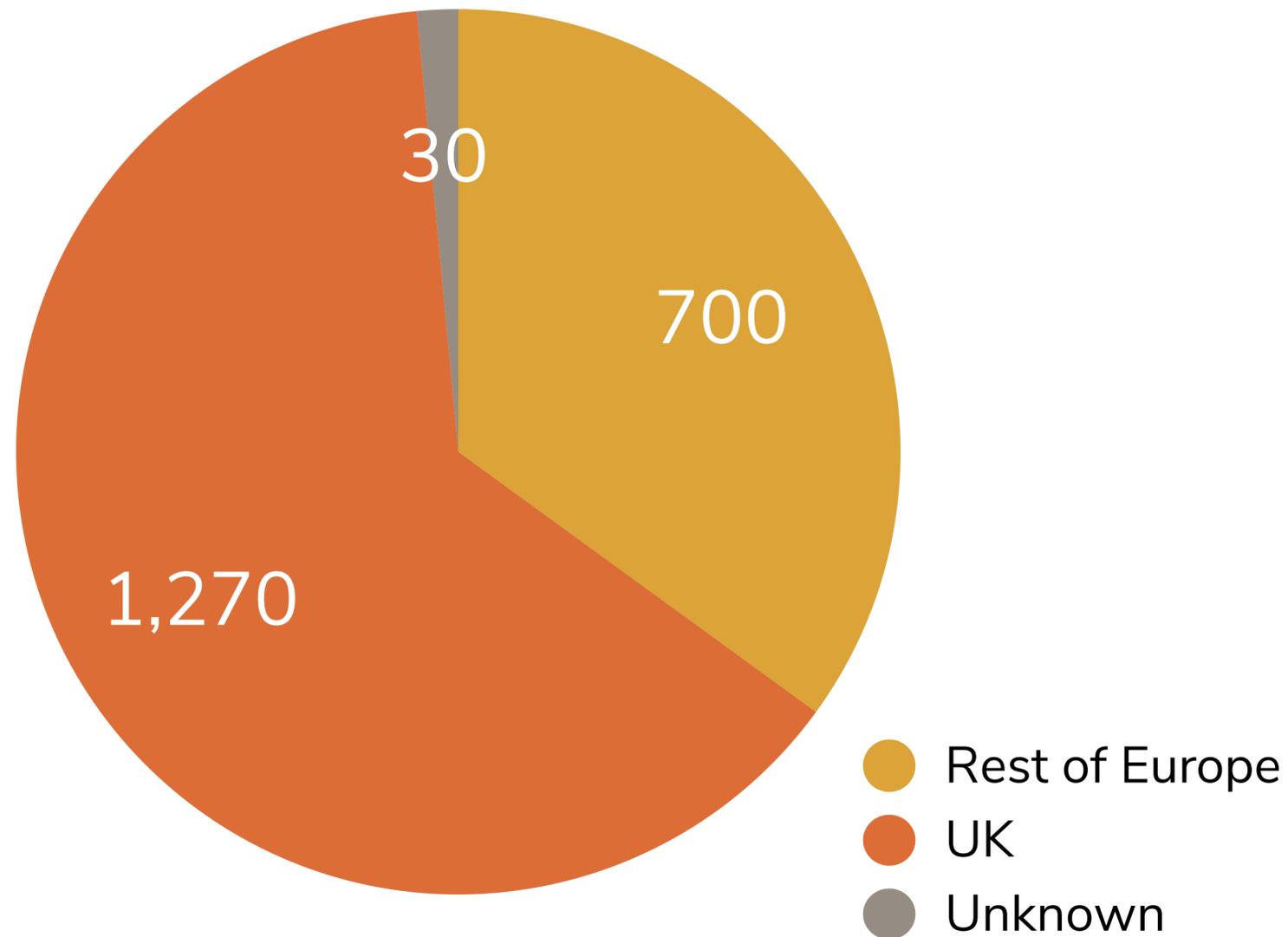
Quantitative – 23 questions, scored from 0 to 4: *Extremely, Very, Moderately, Not very, Not at all*; the maximum score per respondent is 92 (23 x 4).

Qualitative – optional per section and ‘one recommendation for the senior team’.

Respondent demographics

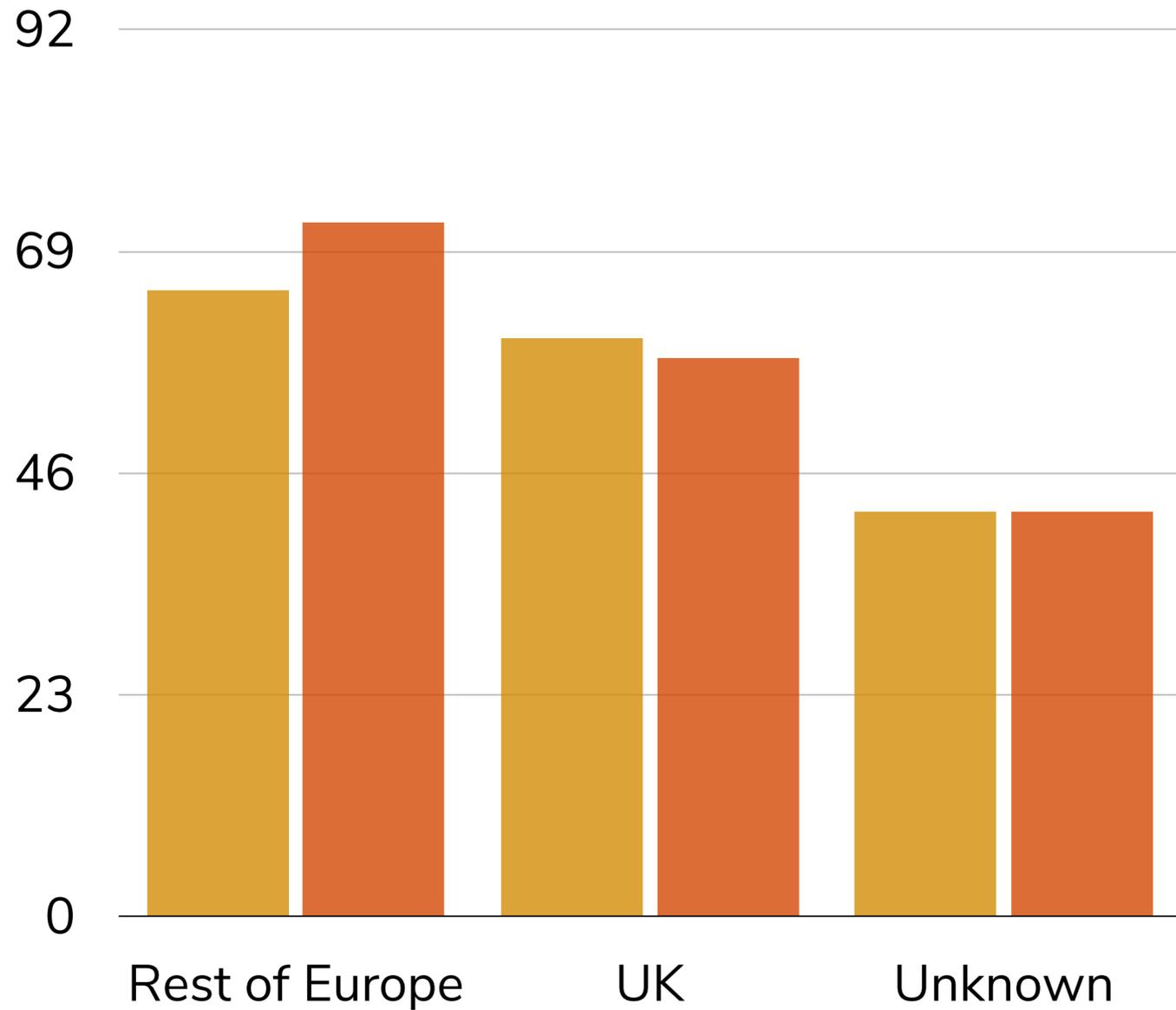
Region and Gender

- Female
- Male
- Unknown



Overall performance

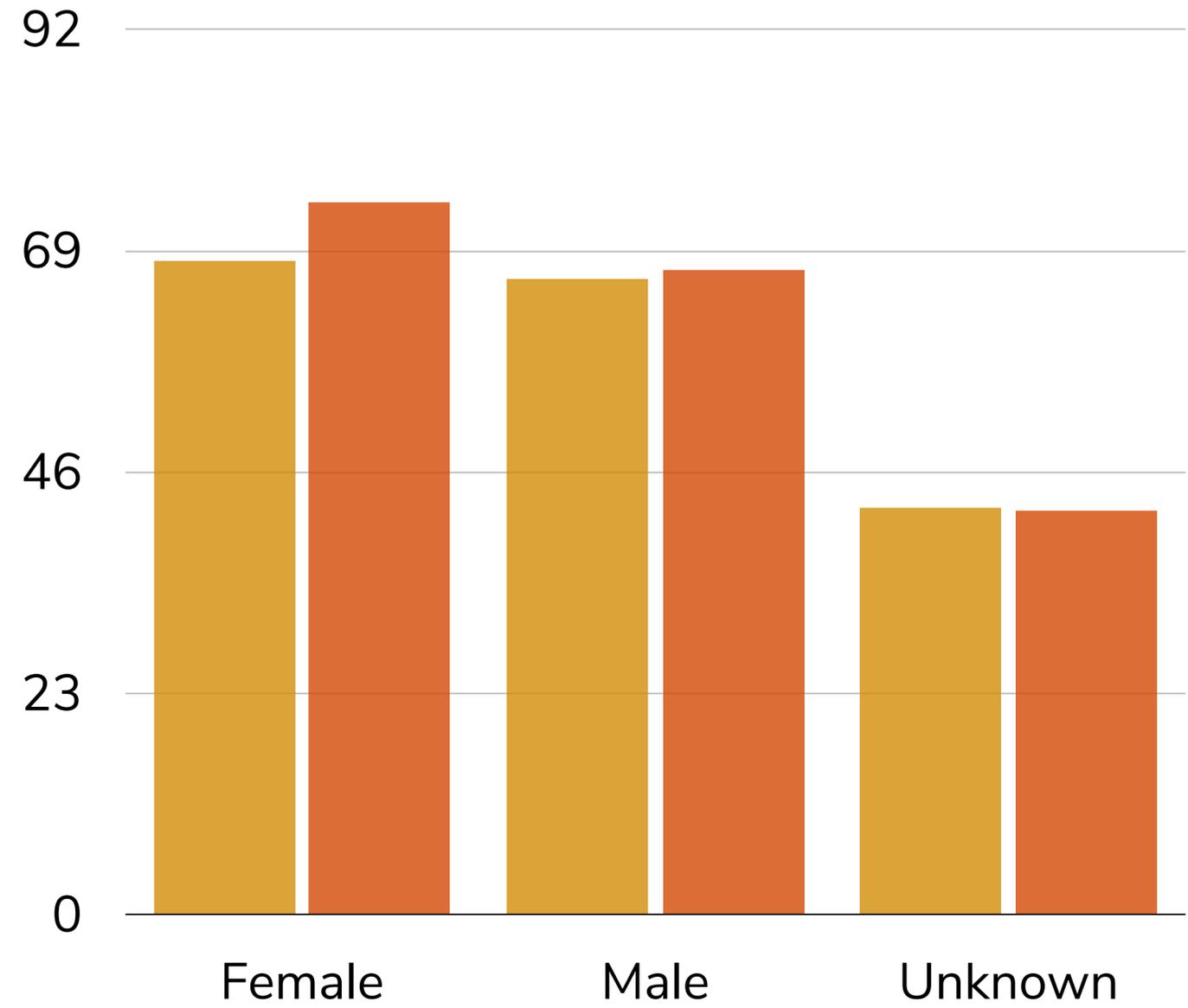
Region and Gender



81



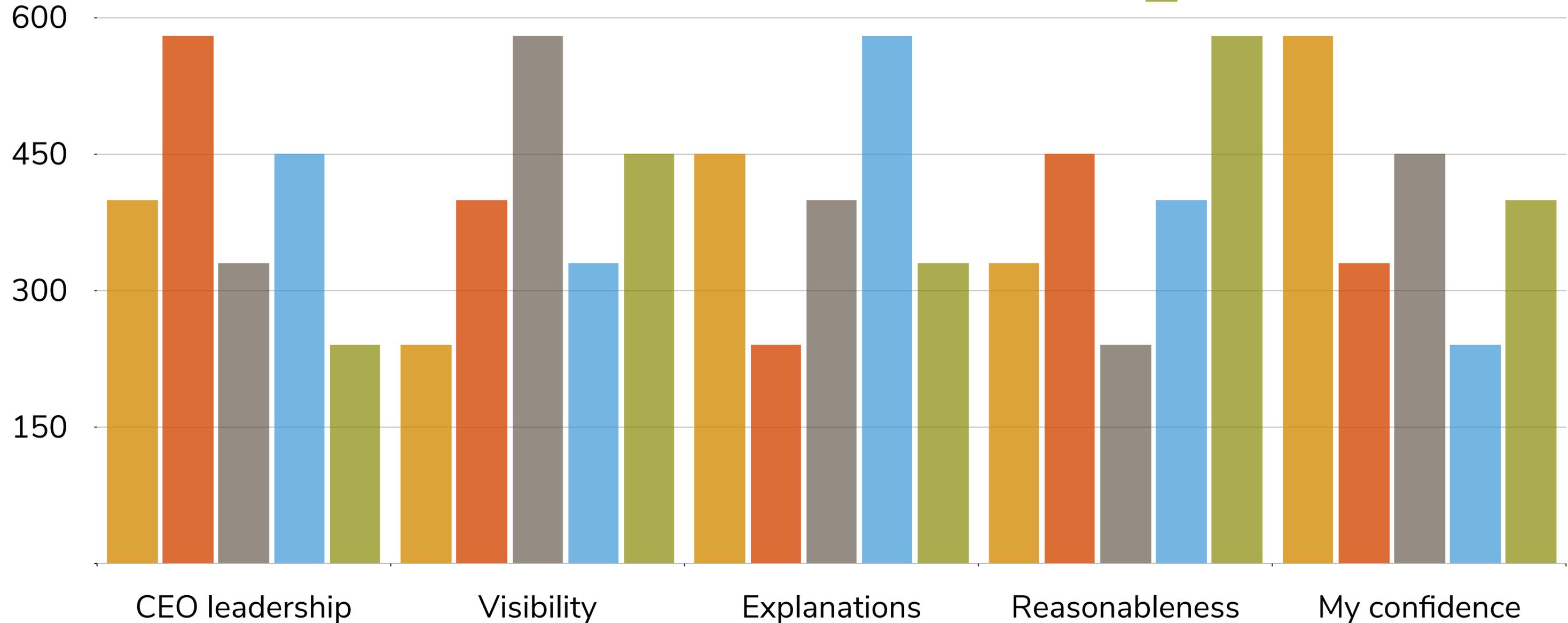
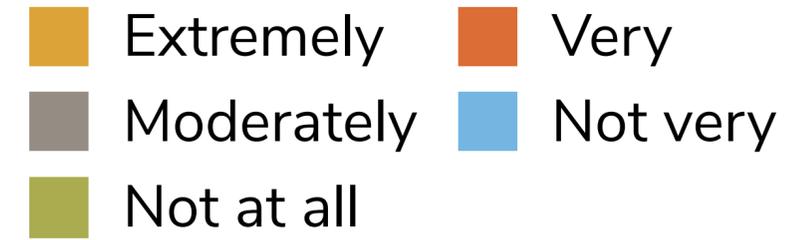
34



Senior team leadership

Senior team leadership

Count for each rating across five questions



Senior team leadership

Colleagues' further observations on the team's response to the pandemic

'The senior team has done a fantastic job of keeping us informed during this pandemic.'

'The briefings were clear but I think everyone is feeling a little bit Zoomed out right now. Back to e-mail maybe?'

'I think the execs could have been more visible at the beginning but I know everyone was busy when the bomb first hit.'

'Strategy has been changing – a good thing but should have explained why.'

'Furlough strategy was suitable but they should have explained more as quite a few people think it seemed unfair. Not everyone takes time to fill in the gaps in comms – employees jump to conclusions.'

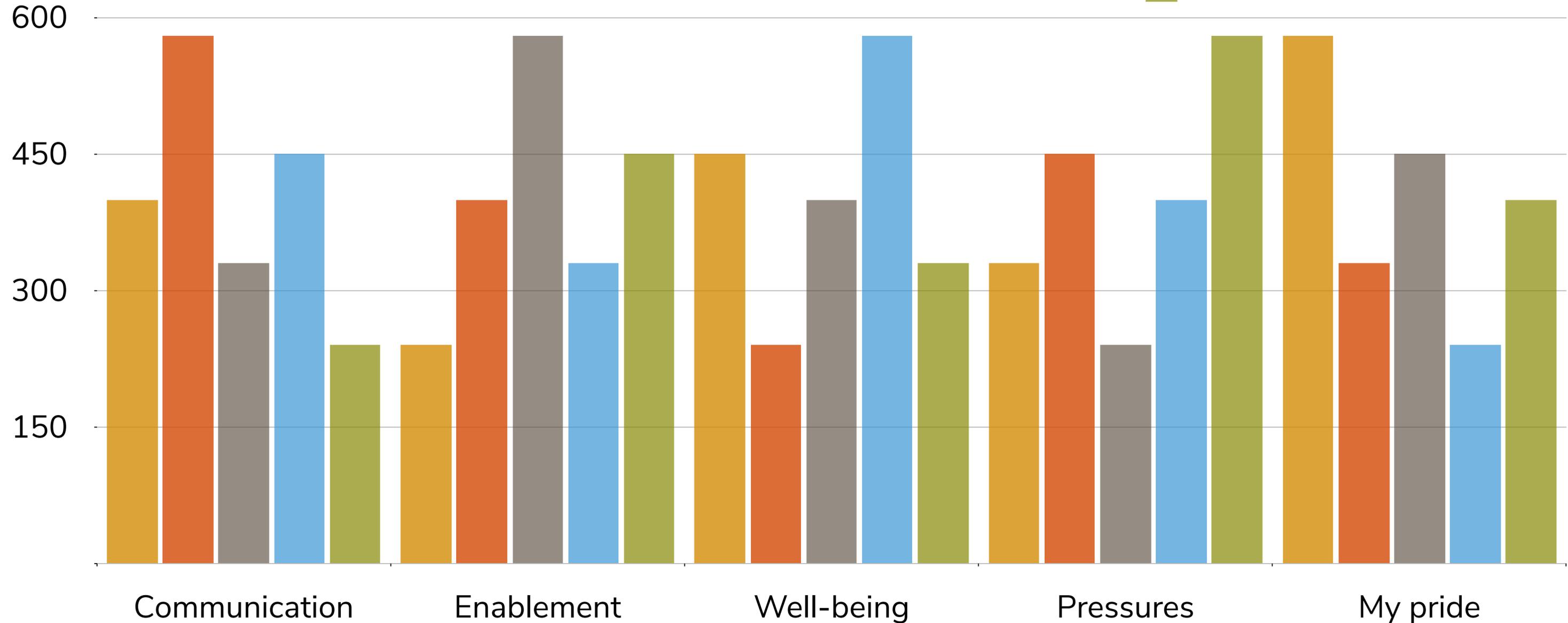
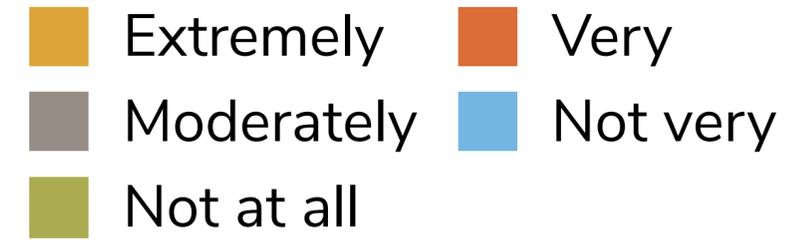
'The CEO has done a great job of dealing with a really unhelpful press. The senior team has really stepped up and supported teams across the company.'

'Lots of communication and the senior team has made me feel optimistic about the future.'

Direct manager leadership

Direct manager leadership

Count for each rating across five questions



Direct manager leadership

Colleagues' further observations on their managers' actions

'My manager has been fantastic and has shown real interest in how the team has been doing.'

'[X] has not really been around. I think she's been finding it hard to cope with some issues outside work.'

'We've not really had the tools to cope with the new way of working and that has meant my manager had to spend more time chasing IT than leading his team.'

'He's been an inspiration, but he struggled to justify the company's response on a few occasions. Probably not his fault.'

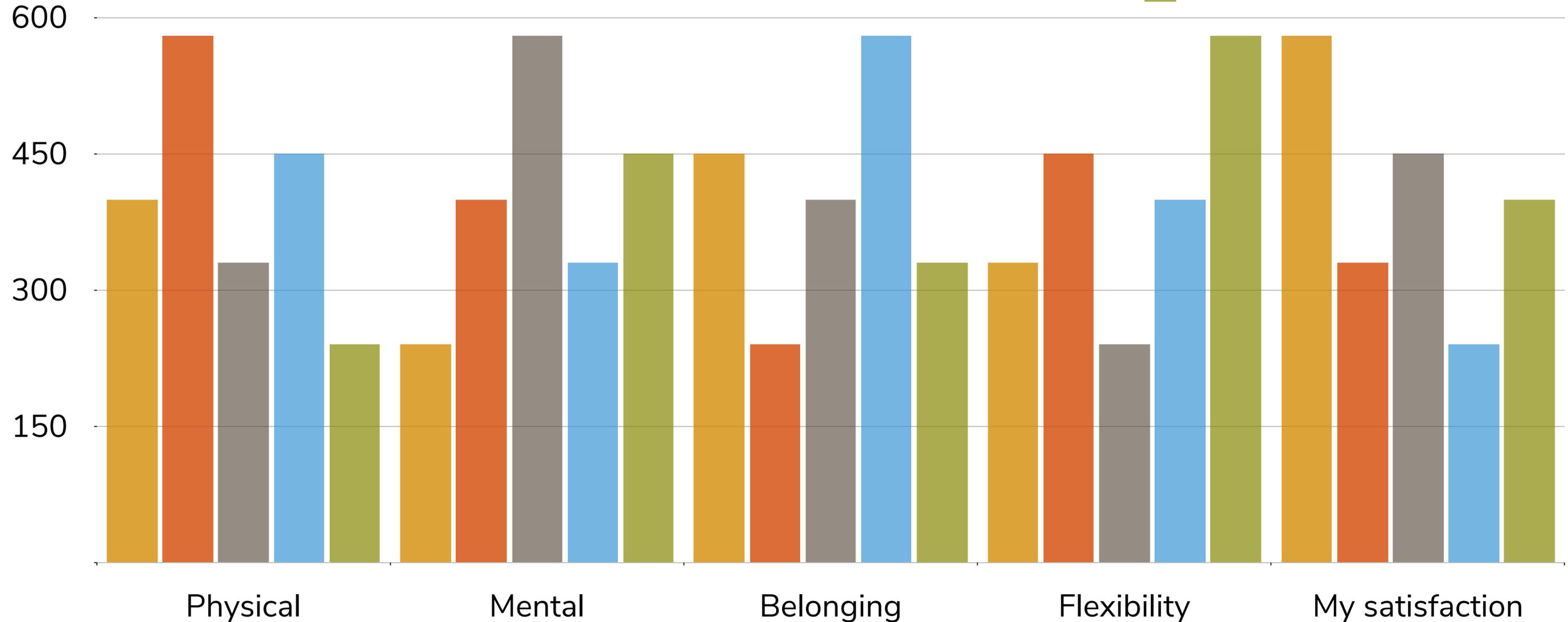
'I feel proud to work for [X] but the company has made some silly decisions and I'm not surprised we ended up in the papers last month.'

'We should carry on with the daily Zoom calls after lockdown – team works better than ever!'

Support given

Support given

Count for each rating across five questions



Support given

Colleagues' further observations on how the company has supported them

'It's been really easy to work from home because we didn't waste time – we just got the tech going without the usual red tape. Shows we can do it when we need to.'

'I've been supported really well by the company, and I feel a real sense of belonging to the team.'

'We have seen that the company can act fast when it needs to so there are good lessons that will make us better in the future. Let's set up teams to learn from these experiences.'

'I appreciated the support that my employer offered to my wife when she was unwell. Says a lot.'

'Through Covid I've seen how much the company cares. We need to be firmer with poor performers like my manager but the culture is good.'

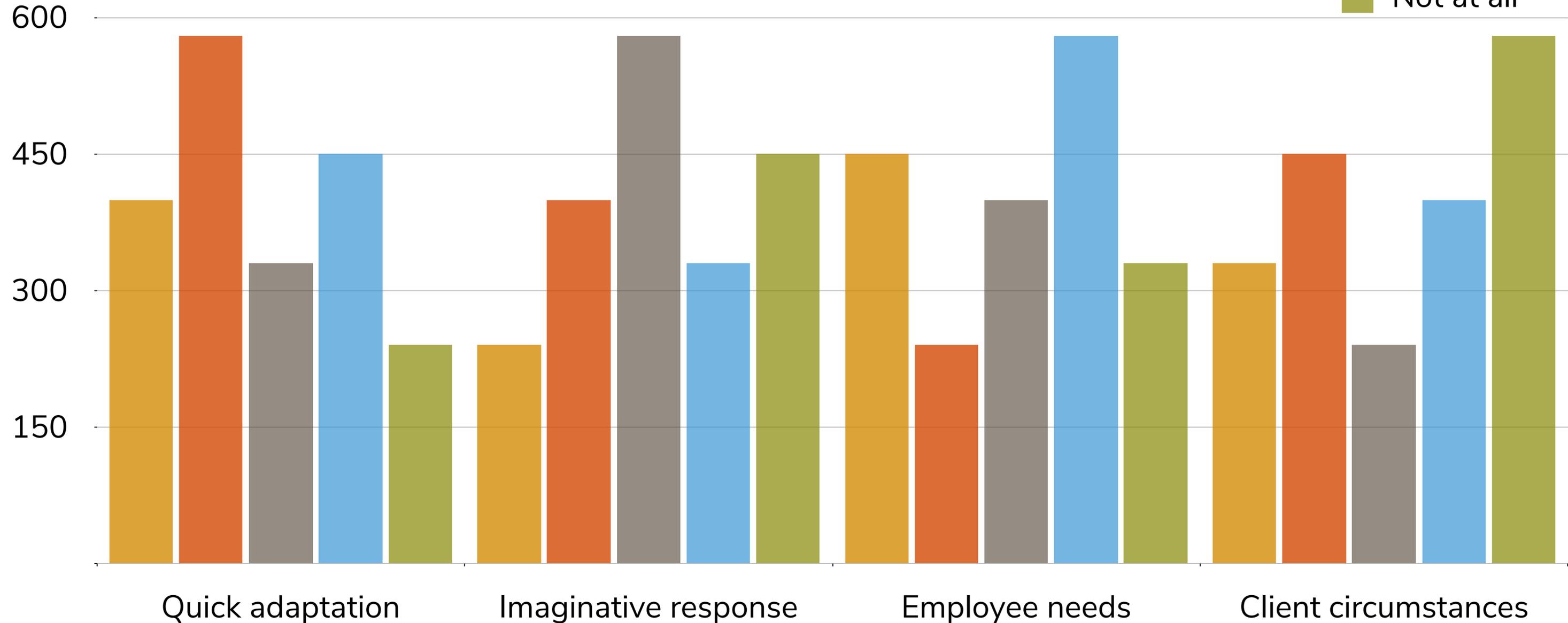
'Great focus on my mental health. Now we need to think about ways to bring people back to work. Social distancing in the office then work from home will be a good balance.'

'Technology has worked well but you can't build relationships on a video call. I am confident the co has the appetite to find ways to bring people together safely.'

Responsiveness to stakeholders

Responsiveness to stakeholders

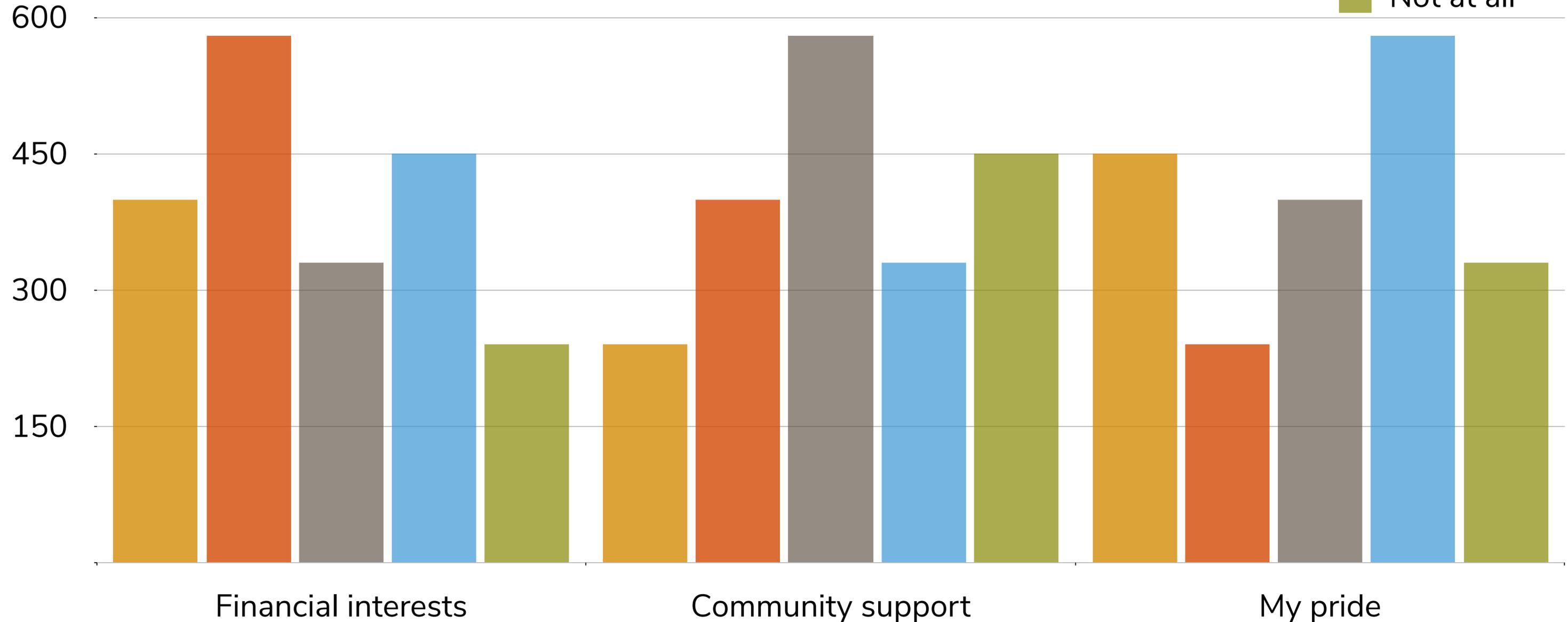
Count for each rating across four questions



Responsiveness to stakeholders

Count for each rating across three questions

- Extremely
- Very
- Moderately
- Not very
- Not at all



Responsiveness to stakeholders

Colleagues' further observations on how the company has treated people

'The company has done a lot to support local communities but in future should be more selective maybe.'

'As employees our needs were changing every day and I think the company did a fair job of responding. But it would be good if all managers listened more.'

'The daily and weekly briefings were excellent but I think could be improved with less of a focus on 'update' and more on what's new.'

'We invested in our customer relationships when our competitors were foolishly cutting costs. This will help in future.'

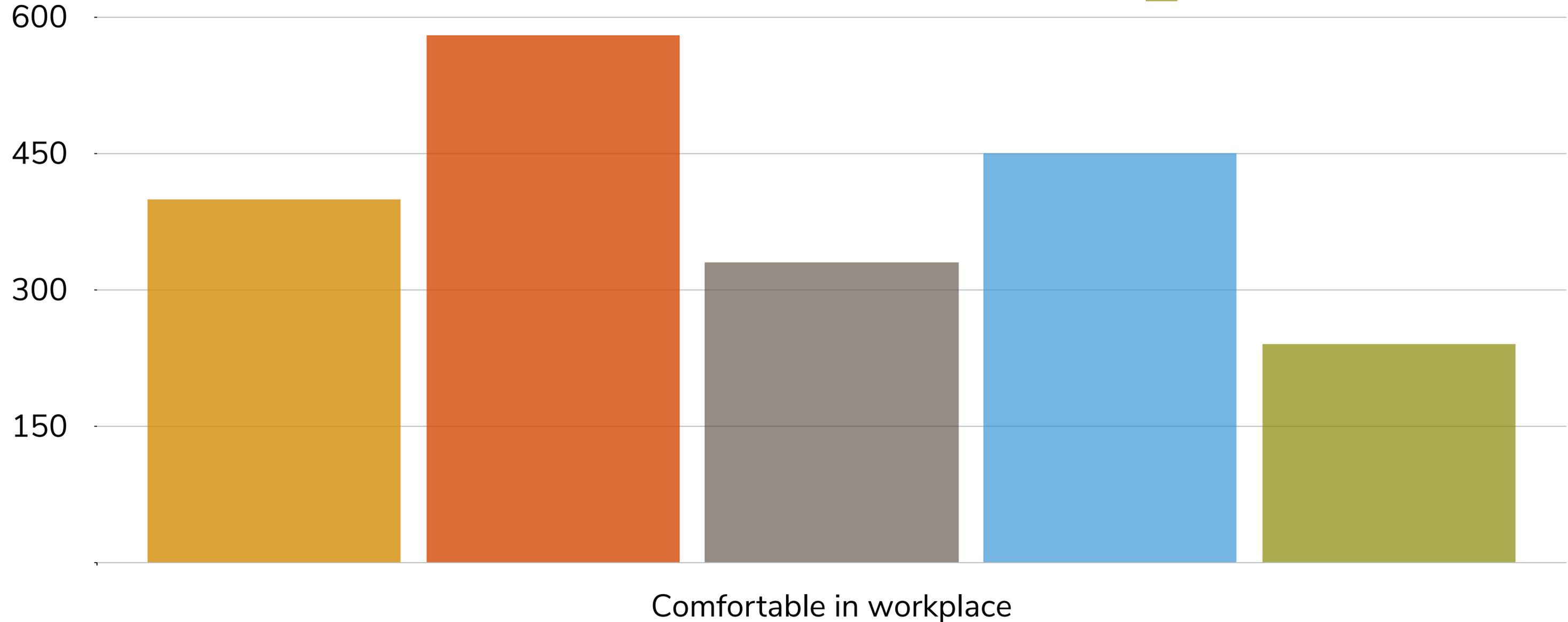
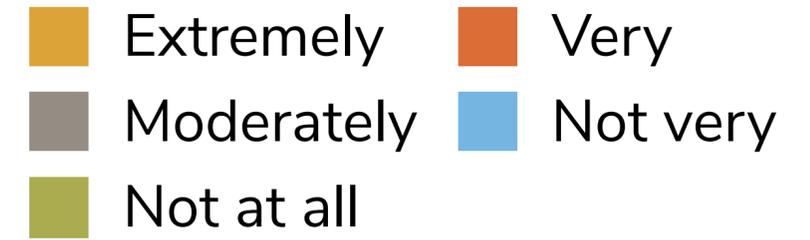
'The senior team talked more about what was happening at its level, which everyone found helpful. Hopefully, they will continue to do this when Covid is over.'

'The company has treated people really well. I have some thoughts about how to improve processes that will make this easy to do in the future.'

Workplace environment

Workplace environment

Count for each rating across one question



Workplace environment

Single actions to help colleagues feel more at ease

‘The biggest issue is not the workplace but getting to it. For anyone in central London the company needs to think about rotas, travel outside rush-hour, and working from home.’

‘Physical partitions might help. But let’s try to understand more about how the virus is really transmitted before we invest in the wrong infrastructure.’

‘Use more tech for meetings, get everyone a Webex licence, and find ways for people to meet in person.’

‘Execs have to make sure everyone observes the guidelines at work. It won’t be easy and we’ll need to be reminded all the time.’

‘Maybe buy everyone bicycles and give people staggered times at work so they can avoid busy times. The right blend of office and home work will allow many of us to do our jobs without a problem.’

‘Masks at work, social distancing. Open-plan office was always a bad idea and now we have a good reason to tear that down.’

One strong recommendation for
the senior team

Strategic direction

Colleagues' recommendations to secure a bright future

'Carry on doing what you have been doing, being clear and open and honest and responsive.'

'Help managers to see what the execs see – give everyone a sense of the future.'

'We need to make strategy and vision clearer than it was in the past. I know the senior team knows, but not everyone in the company.'

'The industry is going to change after Covid. We need to rethink our strategy and be honest with ourselves about what won't work in the future.'

'We are a people business. Let's use technology in the right way, but not forget that relationships come first and drive most of our P&L.'

'Get out and talk to clients and see what they need now. The study we did last year is probably out of date. Listen to people on the front line more.'

'Prepare for new regulation so we are not blindsided.'

'Show lots of commitment and passion. Let everyone find a way to contribute. Have some fun along the way.'

Our recommendations

Answering your colleagues' feedback

Our recommendations

- 1) Not everyone sees it, so **clarify direction the company are going in after COVID** and ensure that each person in every team knows what this means for him or her.
- 2) Set up a small team to look at communication challenges, and to make recommendations on how to **improve how different teams work together**.
- 3) Identify three people from each office to get feedback from colleagues and **agree plans to safeguard health** and well-being as locations emerge from COVID-19.
- 4) Quality of line management is patchy, so support senior managers to **have more conversations with their team members**; keep an eye on performance shortfalls.

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